



Impact of Emotional Intelligence on the Job Performance of Employee



Ishita Pant^a
Rakesh Kumar Yadav^b

Article history:

Received: 10 August 2015

Approved: 30 November 2015

Published: 31 January 2016

Keywords:

Employee;

Impact of emotional intelligence;

Job performance;

Software employees;

Stress management;

Abstract

Emotional intelligence means understanding one's own feelings and able to handle those feelings without disturbing themselves. In the same way, understanding what others feel and handling relationship effectively motivates one to complete job creatively and perform among their peers. Stress Management is a system that is aimed to reduce the stress and/or facilitate the person to cope with stress related instances. This study uses both primary and secondary data. The primary data was collected through a questionnaire which is depending on the Liker scale. The study confined to the sample size of 100 employees from five software industries namely HP, LENOVO, DELL, HCL & SONY, etc. Finally, the researcher finds the relationship between stress management and emotional intelligence. The study is concluded with the suggestion that the Emotional intelligence has the ability to quickly reduce stress in the various situations, so we can say that higher level of EI is positively correlated with the effectiveness of stress management among software employees.

2395-7492© Copyright 2016. The Author.

This is an open-access article under the CC BY-SA license
(<https://creativecommons.org/licenses/by-sa/4.0/>)

All rights reserved.

Author correspondence:

Ishita Pant,

Research Scholar, SBM, IFTM University, Moradabad,

Email address: ishitapant@gmail.com

1. Introduction

The intelligence means understanding one's own feelings and able to handle those feelings without disturbing themselves. In the same way, understanding what others feel and handling relationship effectively motivates one to complete job creatively and perform among one's peers. Many independent human beings join together and work under one roof for attaining one ultimate objective. The organization is a pool of human resources of different kinds. Every human resource is dependent on one another in terms of relationship as superior and subordinate. Every individual is unique in his talent, understanding, performance, attitude, competencies, and involvement and so on. When these human resources work in an organization for attaining a common objective, they ought to face a plenty of challenges. They undergo challenges in competing for each other, communication, cultural difference, adaptability,

^a Research Scholar, SBM, IFTM University, Moradabad

^b Research Supervisor (Ass. Prof.) SBM, IFTM University Moradabad

and many. High competitive environment makes changes in every day's organization. Human resources for their endurance in the organization are needed to update now and then. Frequent changes in technology, risk, time constraint, ethical values, unity in teamwork, completion of the target within time, innovation, and risk bearing are those competition attributes which lead to occupational stress. Emotionally intelligent human resources tackle these competitive attributes to overcome the stress. High emotional intelligence leads to mental fitness. Five components of Emotional Intelligence (SELF AWARENESS, SELF REGULATION, SELF MOTIVATION, SOCIAL SKILLS, and RELATIONSHIP BUILDING) as identified by Goleman address initially about the individual's self. Once the emotional stability is achieved that will automatically result in the development of social skills for the purpose of survival "EI is not a journey with a clear path, not one that should be embarked upon lightly," (Smewing, 2004, p. 67). An individual who understands his/her own emotions and knows well how to reflect them can successfully judge the emotional status of the other people around. While working in an intellect-based industry like software organizations, people work in teams to bring an idea to reality from something which cannot be touched and felt but was only perceived by the human mind. Emotional Intelligence refers to the ability to recognize the meanings of emotions and their relationships to reason and problem solving on the basis of them. The concept of EI was popularized after the publication of Daniel Goleman's book on Emotional Intelligence: "Why It Can Matter Than I.Q?" he introduced the importance of emotional quotient in the workplace, noting that intelligence quotient is a less powerful predictor of outstanding leadership than emotional quotient. Mayer and Salovey and their colleagues defined emotional intelligence as the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. Researchers have found that our emotional awareness and ability to handle feelings rather than our I.Q will determine our success and happiness in all walks of life. An employee with high emotional intelligence is able to respond appropriately to workplace stress and to the emotional behavior of his co-workers. These abilities greatly enhance job satisfaction [Dong: 2006], lead to high job performance, long-term mental health, better outcomes in work groups and leadership qualities. Following are the major techniques which help us to boost emotional intelligence at the workplace and to reduce emotional exhaustion:

- a) Take time to establish direct awareness of your body parts each day
- b) Set aside time to meditate
- c) Adopt a healthy diet and lifestyle
- d) Write a journal
- e) Resist perfectionism
- f) Set time for hobbies, Connect to people, Look for humor at the workplace
- g) Cultivate a friendly social climate. open communication and consultation
- h) Don't try to control the uncontrollable
- i) Create a balanced schedule
- j) Delegate responsibility
- k) Prioritize tasks. Break projects into small steps
- l) Be willing to compromise
- m) Try to leave earlier in the morning

Review of Literature

Quang et al (2013) explained in his research paper about improved work engagement among employees. Employee engagement causes employee loyalty, responsibility, commitment within the organization and Emotional Intelligence to perceive accurately and respond towards other person's emotional reactions accurately and directing next person's emotions in right way and handling the situation at the workplace. Self-motivation is required in setting goals, stretching vision, fulfill commitment remain optimistic to achieve strategic goals. When managers are self-motivated, employees are also self-engaged. Self-esteem is to consider other skills and abilities in a realistic way along with the shortcomings.

Carmeli (2003) studied the relationship between emotional intelligence, job satisfaction, organizational commitment, and work-family conflict in ninety-eight senior managers. The study states that employees high in emotional intelligence are more able to balance work-family conflict as they recognize and manage feelings of conflict as they occur. Darolia and Darolia (2005) conducted a research on the role of emotional intelligence in coping with stress and emotional control behavior. The research found that emotionally intelligent people, who are able to understand and recognize their emotions, manage themselves to keep under control in a stressful situation. Emotional

intelligence increasingly relevant to organizational development and developing people because the emotional quotient principles provide a new way to understand and assess people's behaviors, management styles, attitudes, interpersonal skills, and potential. Emotional intelligence provides a buffering effect in perceiving the work environment to be less stressful. Those Individuals who have a high level of emotional intelligence, they also have the ability to recognize and express emotions as well as to manage and control them. They show the ability to better cope with stress and suffer less from adverse health outcomes. For this reason, emotional intelligence, as well as the occupational stress of workers, is measured. The relationship between emotional intelligence and occupational stress is also measured to identify their benefits.

Lazovic (2012) explored that the need for maximizing human capital by recruiting high-level EI managers for any successful organization. And those High EI managers would be responsible for achieving any task by developing smooth relations along with CEOs and then with all employees which make them a successful leader and successful manager. Shahhoseni et al (2012) analyzed that trained officers & managers in the organization better leads to the efficiency and effectiveness to meet organizational goals. The Emotional Intelligence depends on the basic three components i.e. Awareness of emotions, Management of emotions and Psychological well-being and Motivation.

a) Stress Management

People should not blame the external factors, but take on personal responsibility for their feelings and reactions. Stress Management is a system that is aimed to reduce stress and/or facilitate the person to cope with stress related instances. There are three major approaches that one can be used to manage stress:

- 1) Action-oriented Stress Management: In which one seeks to confront the problem causing the stress, changing the environment or the situation;
- 2) Emotionally-oriented Stress Management: In which one does not have the power to change the situation; and
- 3) Acceptance-oriented Stress Management: Where something has happened over which one has no power and no emotional control.

b) Causes of Stress

Stress sets off an anxiety in the brain, which response by preparing the body for self-protective action. The nervous system is aroused and hormones are on the rampage to sharpen the senses, quicken the pulse, deepen respiration, and tense the muscles. This response (sometimes called the fight or flight response) is important because it helps us to defend against threatening situations. The response is preprogrammed biologically. Everyone responds in much the same way, regardless of whether the stressful situation is at work or at home.

A lot of things can cause stress. One may feel stress when one goes on a job interview, takes a test, or runs a race. These kinds of short-term stress are normal. Long-term (chronic) stress is caused by stressful situations or events that last over a long period of time, like problems at work or conflicts in our family. Over time, chronic stress can lead to severe health problems. Personal problems that cause stress include:

- 1) Emotional problems: such as anger one can't express, depression, grief, guilt, or low self-esteem.
- 2) Our relationship: such as having problems with our relationships or feeling a lack of friendships or support in our life
- 3) Conflicts with our beliefs and values. For example, one may value family life, but one may not be able to spend as much time with his family as he wants.

2. Research Methods

The primary data was collected through questionnaire. The questionnaire was based on the Likert scales, showing the agreement level of the responses and the secondary data was collected through the internet. The collected data were analyzed and interpreted using simple statistical techniques. The respondents involved in this study were employees working in many different software industries namely HP, LENOVO, DELL, HCL, and SONY, etc. A non-probability, convenience sampling technique was used to select the sample population. Simple statistical techniques were used to tabulate the results of this study. The primary data were analyzed using a percent of responses. Mean is calculated to ascertain the average agreement of respondents towards different given factors responsible for stress management and regarding remedies thereof. Finally, the researcher finds the relationship between stress management and emotional intelligence.

3. Results and Analysis

Profile of the respondents

In HRM research, personal characteristics of respondents have very significant role to play in expressing and giving the responses about the problem, keeping this in mind, in this study a set of personal characteristics namely, age, gender, education, and income of the 100 respondents have been examined and presented in this part of the study.

Table 1
Profile of the respondents

1 Age	
18-22 (%)	36.00
23-26 (%)	44.00
27-30(%)	20.00
2 Gender	
Male (%)	72.00
Female (%)	28.00
3 Education	
Intermediate (%)	24.00
Graduate (%)	48.00
Post Graduate (%)	28.00
4 Income	
12000-15000 (%)	30.00
15000-18000 (%)	36.00
18000-22000(%)	20.00
22000-26000(%)	14.00

Interpretation: It is evident from the Table 1 that 44 percent of the respondents are of age between 23-26 years, 36 percent of the respondents are between the age group of 18-22 years, and 20 percent respondents are between the age group of 27-28 years.

It is quite clear that out of the total respondents investigated for this study, an overwhelming majority 72 percent of them are males whereas about 28 percent are found to be females.

The above table also shows that about 24 percent of respondents are educated up to higher secondary level. The number of respondents attaining Graduation is 48 percent. And only 28 percent of the respondents are educated up to the postgraduates level.

It is also evident from the same table that the highest number of respondents i.e. 36 percent are earning between Rs.15000 to Rs.18000 per month. Out of total respondents, 30 percent are earning between Rs.12000 to Rs.15000 per month. The earning of 20 percent of respondents is belongs to the income group of Rs.18000 to Rs. 22000 and only 14 percent of respondents are earning between Rs.22000 to Rs.26000.

Stress Management Strategies:

The researcher identified some strategies that how to minimize job stress so that one can be more efficient and productive in the workplace:

- Provide a Fun Working Environment: Sense of humor and laughter is the key.
- Give Employees Freedom: Open Communication, welcoming suggestions from employees.
- Promote Team Work: Encourage the employees to work with team spirit. Provide group reorganization. Implement the technique of conflict management.
- Defined Employee Responsibility: Employees work roles need to be clear, understandable, and shouldn't be conflicting or unrealistic. Management needs to motivate employees to take responsibility for their own job and for their contribution to the success of the company so that they won't be bogged down with too many responsibilities.

- e) Career Growth: Provide regular session for Training and Development and career counseling for the up gradation of knowledge and personality of the employees.
- f) Hygienic Working Conditions: Provide healthy, hygienic, pollution free environment to employees.
- g) Manage Time Effectively: A good time management tool will help you stay organized, plan and prepare, schedule in advance, and keeping good records helps get things accomplished on time, and thus reduces stress.

The below tables show the responses of respondents about stress management strategies, which depicts the effectiveness of the strategies.

Table 2
Stress Management Strategies

Sr. No	Stress Management Strategies	No. of Respondents Answered	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total percentage
			1	2	3	4	5	
1	Provide a Fun Working Environment	98	8.16	15.31	18.37	26.53	31.63	100%
2	Give Employees Freedom	95	23.16	16.84	25.26	14.73	25.26	100%
3	Promote Team Work	97	09.47	12.63	27.36	31.57	22.11	100%
4	Defined Employee Responsibility	90	6.67	10.00	20.00	35.56	36.67	100%
5	Career Growth	97	05.15	07.22	23.71	35.05	28.86	100%
6	Hygienic Working Conditions	96	02.08	07.29	29.17	33.33	28.12	100%
7	Manage Time Effectively	90	06.67	15.56	22.22	28.89	26.67	100%

Table 3
The aggregate level of agreement regarding the Stress Management Strategies

Sr. No	Stress management Strategies	Response	Mean rank
1	Provide a Fun Working Environment	3.54	4
2	Give Employees Freedom	3.18	7
3	Promote Team Work	3.54	5
4	Defined Employee Responsibility	4.12	1
5	Career Growth	3.75	3
6	Hygienic Working Conditions	3.78	2
7	Manage Time Effectively	3.53	6

Interpretation: Table 2 and table 3 show responses regarding the strategies of Stress Management. Table 2 shows the collective percentage of the responses whereas aggregate agreement level of responses is shown in table 3. It is very clear from the above table that the respondents are most highly agreed with the effectiveness of defined employee's responsibility at their workplace. Strategies regarding Promoting Team Work, Management time effectively, Fun Working Environment and Hygienic Working Conditions show the almost the same level of aggregate agreement, which is as – 3.54, 3.53, 3.54, and 3.78 respectively. Career Growth gains 3.75 level of aggregate agreement and Freedom to employees gains 3.18 level of aggregate agreement as the strategy of stress management.

Emotional Intelligence Dimension:

EI dimensions protect people from stress and lead to better adaptation, moderate depression, hopelessness, and suicidal ideation. Thus, it was concluded that the study of emotional intelligence was quite important as it enabled human beings to respond appropriately to a variety of situations. It provided a critical edge in work, family, social and even

spiritual settings, brings awareness over the inner world into focus. It acted as a preventive measure against bad behavior, anxiety, frustration, boredom, depression--collectively taken as stress. Dimensions of Emotional Intelligence are given below:

- a) Self-awareness is being aware of oneself
- b) Empathy is feeling and understanding the other person
- c) Self-motivation is being motivated internally
- d) Emotional stability is to stay composed in all situations
- e) Managing relations is to handle a relationship with others
- f) Integrity is awareness of one's weakness, strengths, and beliefs
- g) Value orientation is to maintain ethical standards

Table 4
Dimension of Emotional Intelligence

Sr. No	The dimension of Emotional Intelligence	No. of Respondents Answered	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total Percentage
			1	2	3	4	5	
1	Self Awareness	96	33.33	10.41	14.58	16.67	25.00	100%
2	Empathy	90	33.05	12.22	11.11	17.78	25.56	100%
3	Self Motivation	92	16.30	18.48	10.86	25.00	29.35	100%
4	Emotional Stability	94	44.68	21.28	03.19	19.75	11.70	100%
5	Managing Relations	97	10.31	02.06	20.62	30.93	36.08	100%
6	Integrity	97	15.46	20.62	12.37	22.68	28.87	100%
7	Value Orientation	94	10.64	08.51	13.83	25.53	41.49	100%

Table 5
The aggregate level of agreement regarding the Emotional Intelligence

Sr. No	Dimension of Emotional Intelligence	Response	Mean rank
1	Self-Awareness	2.89	5
2	Empathy	2.89	6
3	Self-Motivation	3.32	3
4	Emotional Stability	2.32	7
5	Managing Relations	3.80	1
6	Integrity	3.29	4
7	Value Orientation	3.79	2

Interpretation: Table 4 is showing the collected percentage of the responses of respondents regarding emotional intelligence. While table 5 is depicting aggregate agreement level of the responses and mean rank. Emotional System is found one of the main emotional intelligence. Aggregate agreement level for managing relations is 3.80, which is most high among all. Aggregate agreement level of value orientation and self-motivation are 3.79 and 3.32 respectively, which occupy in second and third mean rank whereas Empathy and Self Awareness are 2.89 and 2.89 same level of aggregate agreement. Emotional stability and self-awareness are proving low factors responsible for the dimension of emotional intelligence with 2.32 and 2.89 respectively level of aggregate agreement.

The effectiveness of the dimension of emotional intelligence can be measured by determining the impact of stress management strategies on factors of job performance and workplace stress. An attempt is made by the researcher to create a successful relationship between stress management strategies and emotional intelligence. Here stress management strategies are assumed as the dependent variable and emotional intelligence are assumed as the independent variable.

Table 6
Relationship between Emotional Intelligence Dimension and Stress Management Strategies

	Emotional Intelligence Independent (X)	Stress Management Dependent (Y)
	2.89	3.54
	2.89	3.18
	3.32	3.54
	2.34	4.12
	3.80	3.75
	3.29	3.78
	3.79	3.53
<i>Mean</i>	$(Mean\ x) = 3.18$	$(Mean\ y) = 3.63$
<i>Standard Deviation</i>	$\sigma x = 0.72$	$\sigma y = 0.26$
<i>Correlation</i>	$r = +0.80$	

Interpretation: From the above table and figure it can be understood easily that there is a positive relationship between stress management strategies and emotional intelligence. The correlation between strategies and emotional intelligence is found +0.80, which signifies that if stress strategies and emotional intelligence are operated efficiently then there is no stress on the job.

4. Conclusion

Provide a statement that what is expected, as stated in the "Introduction" chapter can ultimately result in "Results and Discussion" chapter, so there is compatibility. Moreover, it can also be added to the prospect of the development of research results and application prospects of further studies into the next (based on result and discussion).

Conflict of interest statement and funding sources

The author(s) declared that (s)he/they have no competing interest. The study was financed by personal funding.

Statement of authorship

The author(s) have a responsibility for the conception and design of the study. The author(s) have approved the final article.

Acknowledgments

The author would like to thank the reviewer for their consideration to the further process of the peer review. The author as well as thanks to the editor for their support, valuable time, and advice. Last but not least, the author thanks all researcher for their contribution as the references to the present article.

References

- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of managerial Psychology*, 18(8), 788-813.
- Darolia, R., Spitsberg, I., Boutwell, B. A., Gorman, M. D., & Bruce, R. W. (2005). *U.S. Patent No. 6,887,595*. Washington, DC: U.S. Patent and Trademark Office.
- Dong, M., Hirshleifer, D., Richardson, S., & Teoh, S. H. (2006). Does investor misvaluation drive the takeover market?. *The Journal of Finance*, 61(2), 725-762.
- Lazovic, B. (2012). Correlation of CRP and serum level of fibrinogen with severity of disease in chronic obstructive pulmonary disease patients. *Med Arh*, 66(3), 159-60.
- Quang, D. T., & Kim, J. S. (2010). Fluoro-and chromogenic chemodosimeters for heavy metal ion detection in solution and biospecimens. *Chemical reviews*, 110(10), 6280-6301.
- Shah-Hosseini, H. (2009). The intelligent water drops algorithm: a nature-inspired swarm-based optimization algorithm. *International Journal of Bio-inspired computation*, 1(1-2), 71-79.
- Smewing, C. (2004). Feeling the way. *People Management*, 10, 21-66.